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Country programme document for Mongolia (2017-2021)

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I. Programme rationale

1. 2015 marked the 25th anniversary of the first democratic elections in Mongolia. Today, Mongolia is widely viewed as a stable democracy and a free country[1] in which human rights are respected, the media is free, and genuine political competition exists. The next test of Mongolian democracy will be whether it can transform the enormous development potential of its vast mineral wealth into inclusive, sustainable growth. That will include diversifying and broadening its largely mining- and agriculture-based economy.

2. Fueled by a mining boom, the Mongolian economy was one of the fastest-growing in the world, growth reaching an average of 13.8 per cent during 2011-13. As a result, Mongolia has recently transitioned to upper-middle-income country status[2] and poverty has been reduced from 27.4 per cent in 2012 to 21.6 per cent in 2014[3]. Mongolia is now ranked 90th in the human development index and classified, for the first time, in the 'high human development' category[4]. More recently, economic growth has weakened due to falling commodity prices. The growth rate projection for 2016 is 0.8 per cent[5].

3. The country faces challenges from persistent economic imbalances. The share of mining in gross domestic product stands at 20 per cent, its share of exports is close to 90 per cent, and 20 per cent of state revenue is directly derived from mining[6]. However, mining employs only 3.7 per cent of the workforce and does not provide employment and livelihood opportunities for broad segments of the population. In contrast, agriculture represents 14 per cent of gross domestic product[7] and employs 28 per cent[8] of the population, many at subsistence levels.

4. This extractive- and agriculture-dependent economic growth model puts enormous pressure on its ecosystems, causing degradation of pastures, forest and water resources, habitat destruction and a decline in biodiversity. Over 70 per cent of the land is classified as degraded[9]. Reinvestment in natural capital is insufficient to offset negative impacts and rural livelihoods are compromised as a result. Weak environmental governance is fueled by a lack of transparency in administrative decision-making with regard to issues such as land management, mining licenses, logging permits, and water. Moreover, mechanisms for meaningful participation of citizens in decision-making on the use of natural resources on which their livelihoods depend are limited.

5. Mongolia is hampered by a politicized civil service where elections result in vast changes of personnel, erosion of capacity and lack of continuity in policymaking. While legislation is in place for many of the critical policy areas, there is a gap translating policy objectives into standards, procedures and budget allocations, which would enable implementation and enforcement. Sectoral plans and their objectives are often not fully aligned, producing fragmented policies with unintended contradictions.

6. The trust of citizens in political institutions is declining, as evidenced by the drop in voter turnout from 95.6 per cent in 1992 to 65.2 per cent in the last election[10]. Disillusionment with politics seems to be particularly high among the youth.[11]

[1] Freedom in the World 2015, Freedom House
[2] 'Ten countries move up in income bracket', World Bank, 2015;
[3] Poverty headcount ratio at national poverty lines (% of population), World Bank, 2014
[4] UNDP, Human Development Report, 2014
[5] Global Economic Prospects (forecasts), World Bank, 2016
[6] Economic and social survey of Asia and the Pacific, 2015, Economic and Social Commission for Asia and the Pacific
[7] Key indicators for Asia and the Pacific, 2015, Asian Development Bank
[8] Statistics yearbook, 2014, National Statistical Office
[9] Assessment report on climate change, Ministry of Environment, Green Development and Tourism, 2014
[10] General Election Committee, 2012
[11] National survey on youth political participation, Institute of Philosophy, Sociology and Law, 2013

7. Due to its geographic location and fragile ecosystems, Mongolia is heavily affected by climate change. The frequency and magnitude of natural disasters and weather hazards (harsh winters – *dzud*, snow, dust and sandstorms, forest and steppe fires and flash flood) have increased[12]. Climate change exacerbates desertification, water scarcity and pasture degradation, negatively affecting rural livelihoods. The vulnerability of populations in rural areas due to the lack of diversified livelihood opportunities and exposure to climate change drive migration into cities, especially Ulaanbaatar.

8. Half a million Mongolians were lifted out of poverty during the implementation of the Millennium Development Goals[13]. Income inequality is lower than in most of the countries in the Asia-Pacific region.[14] One major disparity is the gap between urban and rural Mongolia. The poverty rate is the lowest (16.4 per cent) in Ulaanbaatar and increases with remoteness (about 27.9 per cent in rural *soums*,)[15]. Over two-thirds of the population reside in urban areas, with an increasing share of poor people living in informal and semi-formal settlements (*ger* districts). About half the population lives in Ulaanbaatar and 58.9 per cent of the Ulaanbaatar population live in *ger* districts.[16] Most migrants have limited transferable skills and face difficulties in securing employment.

9. Urban public and social services systems are under pressure and cannot deliver quality services to all people. This leads to unequal opportunities, especially concerning health, education, water and sanitation, and affordable heating energy. Another consequence is the pollution of soil, water and air. Ulaanbaatar is one of the most polluted cities in the world in terms of air quality, exposing its population, especially in the informal settlements, to serious health hazards[17].

10. Inequality has a gender dimension. Women earn less than men (gross national income per capita purchasing power parity for women is 70.5 per cent that of men)[18]. Women are disproportionately concentrated in low-paying sectors and occupations[19], and unpaid family workers are predominantly women[20]. Family properties are often registered under the husband's name[21]. Female-headed households are especially vulnerable. In public life, the percentage of women in national parliament is 14.5 per cent, which is below the world and Asia-Pacific averages of 22.9 per cent and 18.8 per cent, respectively[22].

11. Lack of economic diversification, rural poverty, vulnerability of rural livelihoods, over-exploitation of natural resources, and loss of livelihoods through natural hazards are closely intertwined with each other. They exacerbate inequality and drive internal migration to urban areas, resulting in urbanization-related social and environmental challenges.

12. Coherent policies and coordination among sectoral ministries are essential in addressing these challenges. At the national level, a policy shift is required from targeting short-term gains of resource exploitation towards balanced, diversified economic growth, ensuring investment in natural capital. Macro-economic development policy and planning should integrate environmental sustainability and safeguard ecologically vulnerable areas. Development activities should be undertaken without compromising nature's regenerative capacity. Healthy ecosystems providing necessary services and functions are critical for

[12] Mongolia assessment report on climate change, Ministry of Environment, Green Development and Tourism, 2014
[13] Fifth Millennium Development Goals report, Government of Mongolia, 2013
[14] Gini coefficient for Mongolia is 0.365 (average for the Asia-Pacific region is 0.375). Inequality-adjusted human development index score is better than those of its development peers. UNDP, Human Development Report, 2015
[15] Millennium development goals and poverty map, UNDP, 2012
[16] National Statistical Office, statistical yearbook, 2014
[17] *Curbing air pollution in Mongolia's capital*, World Bank, 2012
[18] Global gender gap report, World Economic Forum, 2015
[19] *Mongolia: Gender disparities in labour markets and policy suggestions*, World Bank, 2013
[20] Mongolia Statistical Information Service, 2016
[21] *Gender analysis in pastoral livestock herding in Mongolia*, Swiss Agency for Development and Cooperation, 2015
[22] *Women in national parliaments*, Inter-Parliamentary Union, 2015

sustaining rural livelihoods and building resilience to climate change, disaster risks and economic shocks.

13. To improve equitable access to high-quality services at the subnational level, continued local governance reforms are required. These would include a delineation of powers and functions between different levels of government, 'right-sizing' the units of subnational government to become financially sustainable, clarifying fiscal transfers and revenue collection at subnational levels, and increasing the accountability of elected officials to citizens.

14. A key factor for success will be the continued deepening of democracy and strengthening of key institutions to enable people's voice to be taken into account in decision-making and to ensure the accountability of government institutions delivering sustainable development and vital services. Rebuilding trust in political institutions and changing citizens' view of their government as being fair, democratic, and associated with economic success, are crucially important for governance in Mongolia.

15. According to the country programme action plan evaluation, in the view of development partners UNDP is a trusted partner to the Government in complex and politically sensitive issues of governance and development, as well as in creating space to engage the Government on those issues. This has enabled development of several legal and policy instruments in the country, though implementation often lags behind. Two examples are the laws on legislation and development policy and planning, where UNDP provided expertise ensuring that consultations brought different stakeholders together. Those laws set standards for lawmaking and harmonized the planning system. UNDP contributed to the formulation of the green development policy by facilitating technical inputs from across the United Nations system, and to the creation of a favourable legal environment for sustainable use of natural resources, aligned with international standards and principles. Lessons learned by UNDP included the need to develop a strong theory of change connecting initiatives to an overarching development vision. More focus is needed on capacity development of civil society and implementation gaps in the area of environmental governance, especially related to the mining sector, urban issues, and rangeland management. The UNDP programme should prioritize issues where poverty, environment and governance intersect.[23]

II. Programme priorities and partnerships

16. Mongolia approved a long-term development vision for the country ('Sustainable development concept of Mongolia till 2030') in February 2016. Its declared objectives are to increase economic growth, eradicate poverty, and reduce inequality; increase educational attainment; improve life expectancy; preserve the ecological balance; improve the business environment; and build a governance system that is professional, stable, participatory, and free of corruption. The vision is anchored in the 2030 Agenda for Sustainable Development. UNDP supported its development, providing advice on mainstreaming the sustainable development goals and facilitating the consultation process.

17. Implementing this vision needs a whole-of-society approach, as government cannot achieve such transformative changes alone. It requires innovations and business models from the private sector, mobilization of civil society, and best practices and funding from public and private sectors.

18. The country programme will be centred on supporting implementation of the sustainable development goals and the realization of sustainable human development in Mongolia by translating the 2030 Agenda and the national development vision into action. The nexus of economic growth, social development and environmental sustainability will

[23] Evaluation of UNDP country programme action plan, 2012-2016, UNDP, 2016

be the focus of the programme, with governance as a key enabler. UNDP will target goals 1, eradicating poverty; 10, reducing inequality; and 16, promoting inclusive societies. The programme is informed by the UNDP strategic plan and priorities drawn from United Nations Development Assistance Framework.

19. Using a whole-of-government and society approach, UNDP will focus, first, on policy advisory services, building the evidence base, promoting policy coherence by highlighting interlinkages and trade-offs, supporting targeting, and identifying sustainable development pathways for Mongolia with clear policy options. Second, UNDP will foster innovation and knowledge-generation, including integrated, issues-based approaches to complex development challenges. Third, UNDP will act as a connector and platform supporting linkages and South-South knowledge exchanges by bringing Mongolian good practices to global and regional forums, and global innovations to Mongolia. Models such as the International Think Tank for Landlocked Developing Countries could be valuable to the planned start-up of a Mongolian international cooperation agency. Fourth, UNDP will leverage its role as a connector domestically by ensuring voice and participation of communities and non-state actors in the development process.

20. UNDP will target the poor and near-poor in rural and urban areas. In rural areas, the focus will be on natural resource-dependent communities vulnerable to climate change. In urban areas – half of the population lives in the capital – the focus will be on the urban poor in Ulaanbaatar, many of whom are recent migrants living in the *ger* districts. UNDP will also focus on marginalized groups, such as youth and women. Given low population density dispersed across a vast territory, UNDP will collaborate with local administrative bodies and civil society organizations to reach target groups.

21. UNDP is committed to gender mainstreaming as a means of promoting gender equality at all levels – in research, legislation, and policy development. This will mean that women as well as men can influence, participate in and benefit from development efforts. UNDP will apply gender analysis in all its new programmes to identify entry points and targeted interventions to promote gender equality and women's empowerment.

Outcome 1. Inclusive and sustainable development

Mainstreaming the 2030 Agenda

22. UNDP will work with the Government on the 2030 Agenda, integrating it into long-, medium- and short-term policies and plans. This will be done in partnership with Parliament, the Prime Minister's office, the Ministry of Finance, the National Statistics Office, United Nations organizations, and development partners, especially the international financial institutions, to ensure effective policy implementation and coordination. The UNDP approach will be to create a platform allowing multiple stakeholders to contribute towards attainment of the sustainable development goals in a coordinated way.

23. To address gaps between policy planning and budgeting, UNDP will support the development of an integrated national financing framework identifying potential mechanisms and financing options, including private sector financing, to implement the 2030 Agenda and national policies.

24. UNDP will support the availability of reliable sustainable development goals data and develop national capacities for its generation and analysis, undertaking regular and effective monitoring and reporting. This includes bringing in innovations to generate an 'open-data' platform with multiple stakeholders for monitoring progress towards the goals. This effort will identify the key areas where Mongolia lags behind, where UNDP will focus its policy support in collaboration with United Nations partners.

25. Tackling the trade-offs between competing short- and long-term development objectives is central for a natural-resource dependent country. This requires policy coherence across different sectors and geographical areas. UNDP will support national prioritization among the sustainable development goals by providing evidence-based policy

options in terms of sequencing and ensuring interlinkages between objectives. UNDP will also support the development of institutional options for overseeing, coordinating and ensuring policy coherence of the agenda. This area of work will be anchored in sustainable livelihood and natural resource management solutions at the local level. UNDP support to local communities and subnational *Hurals* will be the key programme blocks complementing policy interventions.

26. To address the dependency on few sectors for economic growth and livelihoods, UNDP will support creation of green jobs and the transformation towards a green economy. It will work with the United Nations Environment Programme, the International Labour Organization, and the United Nations Industrial Development Organization, under the Partnership for Action on the Green Economy[24], to support policy options and capacity, and to develop financing models. In partnership with the private sector, UNDP will promote small- and medium-sized enterprise development to diversify economic opportunities.

27. UNDP, with national and local stakeholders, will demonstrate how local development planning can be applied to consolidate an integrated development approach that translates the 2030 Agenda into action. UNDP will support local government to analyse their development options and priorities for accelerating sustainable development goals progress. These demonstrations will generate models that can be scaled up with Government funding.

Ecosystem services to support livelihoods of vulnerable groups

28. Mainstreaming environmental sustainability, resilience, and climate change, into planning processes and economic activities will bring a holistic perspective to development. To build a case for increased investments in natural capital, UNDP will work with the Ministries of Environment and Finance in developing tools to estimate the economic and developmental value of ecosystem services and functions. These will inform compensatory mechanisms and investments to mitigate the negative effects of mining and other development activities on ecosystems. The final evaluation of the 'Strengthening the Protected Area Network in Mongolia' project noted that further efforts are needed to engage the mining industry in supporting protected area management through corporate social responsibility contributions and biodiversity offsets. Innovative financing means and models for sustainable natural resources management will include active engagement with the private sector.

29. To address local capacity gaps in the sustainable management of natural resources, UNDP will work with the Government to engage resource-dependent communities in obtaining full or partial assignments of management rights and will support integrated planning and capacity development.

30. Capacities of civil society will be strengthened to allow local communities a stronger voice in decision-making on environmental resource use, including land, forest and water. This is key to strengthening environmental governance and to the successful implementation of the 2030 Agenda.

Resilience of rural and urban poor to shocks

31. The negative effects of climate change predominantly affect subsistence herders and arable farmers in rural areas. Working with the Ministry of Environment, Green Development and Tourism and local government, UNDP will support the development of eco-region-specific measures for climate-change adaptation and resilience. Adaptation measures will support the resilience of the most vulnerable subsistence-level herder groups. This will require strategies for sustainable natural resource management, while increasing the productivity of traditional nomadic livestock husbandry to mitigate over-extensive land use, and promoting the diversification of livelihoods. UNDP will work with the Food and

[24] A joint United Nations programme supporting countries in green economy transition.

Agriculture Organization in this area. Factoring climate-and disaster-induced risks into the insurance and social protection systems will be crucial.

32. To protect development gains and increase resilience of the poor and vulnerable against disasters, UNDP will work with the National Emergency Management Agency on establishing a national platform to mainstream disaster risk reduction into development planning and improving cross-sectoral collaboration and coordination. UNDP will support community-level preparedness and promote self-help principles. Risk reduction measures at the community level need to be linked with efforts for climate-change adaptation. Targeted measures are needed to mitigate risks to low-income vulnerable populations migrating from rural to urban areas and reduce urban vulnerability to disasters such as earthquakes, floods and fires.

Equitable, sustainable and low carbon urban development

33. Uncontrolled urbanization is a key driver of inequality. Well-coordinated urban planning and design, as well as financing, are crucial to sustainable urban development. UNDP will work with Ulaanbaatar City to generate the evidence base and analysis to understand the root causes of urban poverty and inequality and integrate targeted solutions into city development plans. Since Ulaanbaatar is the beneficiary of a number of major loans from international financial institutions, mainly targeting infrastructure investments, UNDP will support the Government and Ulaanbaatar in ensuring that those investments translate to poverty reduction and inclusive, sustainable development.

34. With United Nations partners, UNDP will support the Ministry of Environment, Green Development and Tourism, and Ulaanbaatar City, in tackling urban environmental challenges. Low-carbon and green technologies applications, such as community solar water-heating systems, municipal waste processing and recycling, and sustainable transport, will be piloted for scaling-up. UNDP will contribute to the abatement of damaging air pollution levels by supporting policy measures that increase the share of renewable energy, as well as promoting energy efficiency in the construction sector.

Outcome 2. Voice, participation and accountability

Governance for increased voice and accountability

35. In partnership with the Parliament of Mongolia, UNDP will continue its flagship programme supporting elected representatives, at local and national levels, in improving their representational and oversight roles and their accountability to citizens. This will include upgrading the state-citizen interactions in the legislative process. The country programme will be integrated into national plans and budgets, ensuring long-term sustainability and continued nationwide scaling-up.

36. Within the framework of amplifying the voice of underrepresented groups, UNDP will continue to support increased participation of women in decision-making through advocacy, capacity development and legislation.

37. Fostering a culture of democracy through civic engagement is essential in Mongolia. UNDP will support the Parliament and subnational *Hurals*, youth groups and civil society in identifying innovative solutions for engaging young people. This work will be undertaken in partnership with UNFPA and the United Nations Children's Fund as a joint focus area under the United Nations Development Assistance Framework.

38. UNDP, the Ministry of Mining and the Ministry of Environment, Green Development and Tourism, will focus on governance in extractive industries to improve accountability in this key sector. Work will include evidenced-based research into corruption risks and rule of law, as well as South-South interactions. The results will be integrated into policy-level reforms and capacity-development support, contributing to better environmental and extractive sector governance.

Effective civil service

39. To move towards a more effective civil service in Mongolia, UNDP will work with the Cabinet secretariat and the Civil Service Commission to strengthen the legal and policy framework for a professionalized, performance-based civil service, and to set up stronger accountability measures. Working with the UNDP Global Centre for Public Service Excellence, in Singapore, South-South exchanges and the adoption of global good practices into the Mongolian civil service context will be explored. UNDP will work with the National Committee on Gender Equality to advance gender equality and introduce gender-sensitive human resources procedures and practices into public administration.

40. UNDP will support processes of setting and enforcing administrative decision-making standards, improving public scrutiny of draft laws, reviewing administrative procedures, and establishing effective mechanisms for citizen-centred monitoring of public administration performance.

III. Programme and risk management

41. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the programme and operations policies and procedures and the internal controls framework.

42. The country programme will be nationally executed. In collaboration with the Government of Mongolia, implementation arrangements will be set up based on programme and project risk assessments (including the one carried out on the harmonized approach to cash transfers).

43. A programme board, co-chaired by the Ministry of Foreign Affairs and encompassing project-implementing ministries and non-state development actors, will hold an annual programme review meeting to assess the UNDP contribution to outcome results and national development priorities. United Nations Development Assistance Framework outcome boards will coordinate UNDP programmes. UNDP will establish project-level boards that include government representatives and international partners, ensuring mutual accountability. UNDP will provide support services to government agencies implementing the projects to accelerate delivery as needed.

44. UNDP will continue to leverage core resources to generate innovations and policy solutions, while exploring partnerships and resources to support the scaling-up of development solutions. UNDP will work with the Government to design a partnership and resource mobilization strategy to meet programme resource requirements. This will include leveraging co-financing contributions to UNDP programmes and services supporting key policy and development objectives of the Government. UNDP will also seek partnerships with other United Nations organizations, development partners and the private sector, to scale up results and mobilize non-core funding. A special focus will be to support Mongolia in accessing global climate funding.

45. In line with the Executive Board-approved policy on cost recovery, organizational costs incurred in the implementation of a development programme that can be directly traced and attributed to a specific project will be included in the project budget and directly charged against it.

46. A major risk in country programme implementation is a further decline in traditional official development assistance to Mongolia. The mitigation strategy is for UNDP to broaden its resource base, as outlined above. There are also political risks, as 2016 and

2017 are both election years and potential changes in priorities would have to be taken into account.

47. UNDP will apply its social and environmental standards screening approach to identify, minimize, monitor, mitigate and manage adverse effects.

IV. Monitoring and evaluation

48. UNDP will promote results-based management principles to maximize impact. The programme will be monitored using measurable, clearly defined results frameworks based on specific, measurable, achievable, relevant and time-bound indicators. When necessary, UNDP will commission targeted surveys. As a part of that effort, UNDP will support the National Statistics Office, the Ministry of Finance, Ulaanbaatar City and other national partners in identifying statistical data gaps, strengthening monitoring and evaluation systems, mainstreaming necessary actions, and monitoring progress towards sustainable development goals. To improve targeting, identified gaps in sex- and other types of disaggregated data will be supported.

49. UNDP will aim for joint monitoring and assurance activities with United Nations partners and national institutions, using the harmonized approach to cash transfers approach.

50. An outcome-level evaluation is planned to reassess programme relevance, determine progress towards planned results, and identify lessons learned in programme design and implementation. Project evaluations will be commissioned as required. Evaluation findings will contribute towards the scaling-up of initiatives.

51. UNDP will strengthen its monitoring and evaluation systems in programmes and projects[25] and articulate theories of change for each project, with causal linkages to outcomes and emphasis on the sustainability of programme results. The UNDP gender marker, used to monitor programme expenditures and improve planning and decision-making to ensure gender equality, is integrated into UNDP programmes.

52. UNDP will intensify efforts to communicate stories and real-life narratives, using innovative, user-friendly formats and social media tools to reach diverse audiences.

[25] Review of ecosystem-based adaptation approach to maintaining water security in critical water catchments of Mongolia project, UNDP, February 2015; evaluation of scaling-up support to local service delivery for the Millennium Development Goals: water and sanitation project, UNDP, January 2015

Annex. Results and resources framework for Mongolia (2017-2021)

National priority or goal: Mongolia Sustainable Development Vision 2030, goals 2.1, 2.2 and 2.3				
United Nations Development Assistance Framework (UNDAF) or equivalent outcome involving UNDP No. 1. By 2021, poor and vulnerable people are more resilient to shocks and benefit from inclusive growth and a healthy ecosystem				
Related strategic plan outcome: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles[26]				
UNDAF outcome indicators, baselines, targets	**Data source, frequency of data collection, and responsibilities**	**Indicative country programme outputs (including indicators, baselines, targets)**	**Major partners, partnerships, frameworks**	**Indicative resources by outcome (in $ thousands)**
Mainstreaming the 2030 agenda in Mongolia				
Indicator: Proportion of people living below poverty line[27] (by geographic area, age and working status) *Baseline* (2015): 21.6%; urban 18.8%; rural 26%; children 28.9% (2014); working poor 20.2% (2013) *Target*[28]: 18.0% ***Indicator:*** Unemployment rate, (by sex) *Baseline* (2015): 21.1%; (male 16%, female 26%) *Target* (2020): 6%	*Source:* Socioeconomic survey, 2015 *Frequency:* biannual *Responsibilities:* National Statistical Office (NSO) *Source:* Labour Force Survey, 2015 *Frequency:* annual *Responsibilities:* NSO	***Output 1.1.*** National and subnational medium-term plans and budgets, as well as sector plans, prioritize achievement of sustainable development goals (SDGs) and sustainable development, with corresponding monitoring processes with reliable data in place *Indicator 1.1.1.* Extent to which new national, subnational and sectoral plans prioritize SDG-related interventions in budget allocations Baseline (2016): 1 (partially); target (2021): 2 (largely) Data source: independent national expert review report Frequency: every 4 years ***Output 1.2.*** International Think Tank (ITT) for Landlocked Developing Countries (LLDCs) capacity strengthened to deliver relevant policy advice to LLDCs, including on the 2030 Agenda *Indicator 1.2.1.* Extent to which other LLDCs acknowledge the capacity of the ITT. Baseline (2016): 1 (partially); target (2021): 3 (fully) Data source: survey among LLDCs receiving support Frequency: annual *Indicator 1.2.2.* Number of South-South and triangular cooperation partnerships that deliver measurable and sustainable development benefits for participants Baseline (2016): 0; target: 4 Data source: LLDC ITT annual report Frequency: annual	Government: Parliament, Ministry of Environment, Green Development and Tourism (MEGDT), Ministry of Agriculture Ulaanbaatar City Ministry of Finance NSO Ministry of Labour (MOL) Ministry of Population Development and Social Protection (MPDSP) Ministry of Foreign Affairs (MOFA) Local government United Nations organizations Civil society Private sector Development partners	**Regular 1,400** **Other 5,000**

[26] Programmatic interventions under this outcome are also expected to contribute to outcomes 1 and 5 of UNDP strategic plan, 2014-2017.
[27] Sex- and geographically disaggregated baseline and target values are only partially available and will be determined in collaboration with the NSO and relevant ministries.
[28] All target values are for the year 2021 unless stated otherwise.

Ecosystem services to support livelihoods of vulnerable groups				
Indicator: Specially protected area as proportion of total area (%) *Baseline:* 17.4 % *Target:* 18%	*Source:* State of the Environment Report by the Government *Frequency:* biannual *Responsibilities:* MEGDT	***Output 1.3.*** Enhanced capacity and financing of stakeholders for sustainable natural resource management *Indicator 1.3.1.* Level of institutional capacity to implement mitigation and offsetting framework Baseline (2014): 41 Target: 52 Data source: UNDP/Global Environment Facility capacity scorecard Frequency: annual ***Output 1.4.*** Increased community participation in managing natural resources for enhanced resilience of ecosystem and livelihoods *Indicator 1.4.1.* Number of community managed local protected areas through formal agreements Baseline (2016): 0 Target: 50 Data source: Local protected areas and MEGDT Specially Protected area administration department reports Frequency: annual ***Output 1.5.*** Sustainable land management models tested and scaled up in partnership with public and private sector for increased coverage *Indicator 1.5.1.* Pastureland area sustainably managed and rehabilitated (hectares)) Baseline (2015): 960,000 Target: 1,460,000 Data source: UNDP Frequency: annual *Indicator1.5.2.* Existence of strategy for Reducing Emissions from Deforestation and Forest Degradation (REDD) Baseline (2016): National REDD strategy drafting initiated Target (2018): draft REDD strategy considered for approval by MEGDT Data source: Government Frequency: annual	Government: MEGDT, MOFA, Local government United Nations organizations Civil society Private sector Development partners	**Regular 200** **Other 13,000**
Resilience of rural and urban poor to shocks				
Indicator: Economic loss from natural hazards (in Tog millions) *Baseline* (2013): 21,961.5 *Target:*19,765.35	*Source:* NSO report *Frequency:* annual *Responsibilities:* NSO	***Output 1.6.*** Effective institutional, legislative and policy frameworks in place to enhance the implementation of targeted mitigation and disaster and climate risk management measures. *Indicator 1.6.1.* Leveraged volume of investment to climate change adaptation and mitigation measures (in $ millions)	Government: MEGDT, MOFA, MOL, MPDSP, NEMA, Ulaanbaatar City, local government United Nations organizations Civil society	**Regular 500** **Other 13,500**

		Baseline (2016): 9 Target: 20 Data source: Green Climate Fund national designated authority report Frequency: annual *Indicator 1.6.2.* Implementation of comprehensive measures – plans, strategies, policies, programmes and budgets – to achieve low-emission and climate-resilient development objectives has improved. Baseline (2016): 2 Target: 5 Data source: expert opinion survey Frequency: biennial ***Output 1.7.*** Livelihood quality and sustainability of resource-dependent rural communities increased *Indicator 1.7.1.* Income level of targeted 200 forest, pasture and water-user groups/communities, disaggregated by sex of household head Baseline (2016): Baseline survey to be conducted by UNDP Target: 20% increase Data source: UNDP survey Frequency: annual *Indicator 1.7.2.* Number of provinces adopting green development programme that incorporates cross-cutting issues Baseline (2016): 0 Target:5 Data source: UNDP, Government Frequency: annual ***Output 1.8.*** Mechanisms in place to assess natural and man-made risks at subnational level that are incorporated into subnational disaster management plans *Indicator1.8.1.* Number of newly developed subnational disaster management plans that reflect locally specific risks and vulnerabilities Baseline (2016): 0 Target: 21 Data source: National Emergency Management Agency (NEMA) Frequency: annual	Development partners	

Equitable, sustainable and low carbon urban development				
Indicator: Annual greenhouse gas emission reduction from business as usual (BAU), in thousands of tons CO2 equivalent *Baseline* (2015): 26,806 *Target:* Reduction from BAU scenario by 4 %, from 33,212. (BAU scenario by 2020) to 31,884.	*Source:* Biannual update report by Government and national communications to the Framework Convention on Climate Change Frequency: biannual Responsibilities: Ministry of Environment	***Output 1.9.*** Urban policies and programmes focus on poverty reduction and foster accelerated low carbon development *Indicator 1.9.1.* Policies and strategies integrate measures tackling urban poverty. *Baseline:* 0 (non-existent); *target:* 3 (fully) *Data source:* independent expert review *Frequency:* annual *Indicator 1.9.2.* Relevant new approved policies and regulations integrate low-carbon urban development. *Baseline* (2017): 0 (not at all); *target:* 2 (largely) *Data source:* independent expert review *Frequency:* annual ***Output 1.10.*** City governments implement and foster low-carbon and energy-efficient technology applications *Indicator 1.10.1.* Reduction of greenhouse gas emissions (in tons of CO2 equivalent) *Baseline* (2016): 0; *target:*100,000 *Data source:* external review and reports from city governments *Frequency:* annual	Government: Parliament, MCUD, MEGDT, UB City, Local government UN agencies Civil society Development partners	**Regular 200** **Other 6,000**
National priority or goal: Mongolia Sustainable Development Vision 2030, Goal 2.1 and 2.4				
UNDAF or equivalent outcome involving UNDP No. 3. By 2021, governing institutions are more responsive and accountable to citizens, while ensuring effective participation of young people and realization of the rights of the poor and marginalized.				
Related strategic plan outcome: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance				
Strengthened governance for increased voice and accountability				
Indicator: Voice and accountability index[29] *Baseline* (2014): 56.7 *Target* (2020):70.0 ***Indicator:*** Proportion of seats held by women in national parliament and sub-national elected offices *Baseline* (2015): 14.5% and 27.3%, respectively[30] *Target* (2021): 30% and 40%, respectively	*Source:* Worldwide governance indicators *Frequency:* annual *Responsibilities:* World Bank *Source:* General election committee (GEC) report *Frequency:* every 4 years *Responsibilities:* GEC	***Output 2.1.*** Frameworks and dialogue processes utilized for effective and transparent engagement of citizens with their elected representatives *Indicator 2.1.1.* Number of public hearings conducted by the Parliament and local Hurals *Baseline* (2015): 0; *target* (2020): 50 *Data source:* reports of the Parliament and Aimag Hurals *Frequency:* annual *Indicator 2.1.2.* Extent to which effective mechanisms/platforms to engage civil society have been established	Parliament, local Hurals. Cabinet secretariat, National Commission on Gender Equality, political parties, Ministry of Education and Science, National Youth Coordination Committee, MEGDT, Ministry of Mining, Mineral Resources Authority of Mongolia, National Human Rights Commission of Mongolia (NHRCM)	**Regular 465** **Other 3,600**

[29] The index captures perceptions of the extent to which citizens are able to participate in selecting their government, with freedom of expression, freedom of association, and free media

[30] To be updated following the 2016 election

Indicator: Young people's turnout in parliamentary elections *Baseline* (2016): to be determined after June 2016 elections *Target:* 10% increase		Baseline: 1 Target: 2 Data source: reports of the Parliament and subnational Hurals Frequency: annual ***Output 2.2.*** Women leaders have the right skills to execute political and public leadership *Indicator 2.2.1.* Number of women benefiting from measures supporting their preparedness for leadership and decision-making roles Baseline (2016): 1,800 Target: 2,000 Data source: Parliament secretariat report Frequency: biannual ***Output 2.3.*** Extractive industries legislation, standards, safeguards and corruption prevention strategies improve overall governance of the sector. *Indicator 2.3.2.* Number of government agencies adopting concrete plans to mitigate sector-specific corruption risks informed by law and corruption-risk assessments Baseline (2016): 0 Target: 2 Data source: Independent Authority against Corruption (IAAC) Frequency: annual	United Nations Organizations Youth and women civil society Development partners	
Effective civil service				
Indicator: Government effectiveness[31] *Baseline* (2014): 37.5 *Target* (2020): 50	*Source:* Worldwide governance indicators *Frequency*: annual *Responsibilities:* World Bank	***Output 2.4.*** Strengthened legal and policy framework for a professional civil service *Indicator 2.4.1.* Number of complaints received by Civil Service Commission on unlawful dismissal *Baseline* (2015): 626; *target:* 400 *Data source:* Civil Service Commission *Frequency:* annual *Indicator 2.4.2:* Human resources management processes and procedures meet minimum benchmarks of fair, accountable recruitment, performance evaluation, and promotion mechanism. *Baseline:* 1; *target:* 4 *Data source:* Civil Service Commission *Frequency*: biannual	Cabinet secretariat, Ministry of Justice, Civil Service Commission, NHRCM, IAAC Civil society Development partners	**Regular 510** **Other 6,090**

[31] Perceived quality of public services; quality of civil service and its independence from political pressures; quality of policy formulation and implementation; and credibility of government commitment to such policies